

Automation Innovation
Cultural Adaptation Journey
Phase 1 – Learn and Inform

Best Practices

Inform stakeholders of RPA capabilities

- Providing basic awareness training/information sessions can be very helpful early on. It is important to educate and inform stakeholders and end-users about robotic process automation (RPA) from the very beginning.
- Focus on getting end-users familiar with the concept of automation first, then evaluate organizational readiness and level set, and then move forward.
- Common questions to expect from stakeholders during training and/or information sessions:
 - Are we losing our jobs?
 - Does this mean we are losing folks, jobs, or downsizing?
 - What about grade levels, will we be asked to drop grades.
 - Can “I” use this bot from free?
 - Who will have to pay for this tool?

Identify and prioritize administrative pain points through stakeholder engagement

- Maintain a list of use cases appropriate for automation and support the prioritization of those use cases with decision makers.
- GSA found that close-out was a very low-stakes area of contract administration which the acquisition workforce felt was predominantly mundane, making it a great starting point to demonstrate the value of automation.
- Workshops are commonly used to promote awareness and to identify and address stakeholder concerns.

Capture "As Is" Processes

- A good starting point is to leverage some of the automation process maps that are available in the Periodic Table to map your own agency process. Process mapping provides the opportunity to consider your current process and determine if any changes may be beneficial prior to transferring that process into an RPA solution.
- It is important to understand what needs to be automated. Recognize that business processes may be customized at the local level.
- While underlying RPA code can be shared, it is typically customized to the Agency's environment and may not be directly usable by other agencies.
- Ensure that users from representative sub-organizations are involved to ensure that you are aware of differences in process and engage with those users and sub-organization leadership to determine how the automation may impact current processes. A lesson learned by a GSA RPA team was to pay attention to opportunities to improve processes early, prior to development of the automation.

Engage with coalition to identify higher value work and transition plan

- If end users/employees are unionized, engage with union representatives early in the process.

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- Assume that your users are comfortable with the current process and are risk adverse. If you start out with this mindset, it will help you create strong change management strategies that will foster the cultural impetus to overcome hurdles.